



The Hiring Interview

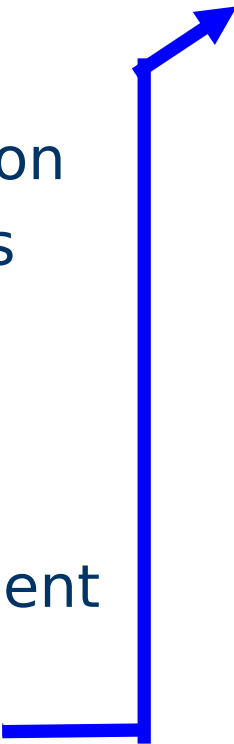
*A great
Program is the
result of great
employees!*

*Know you are
hiring the
best...*

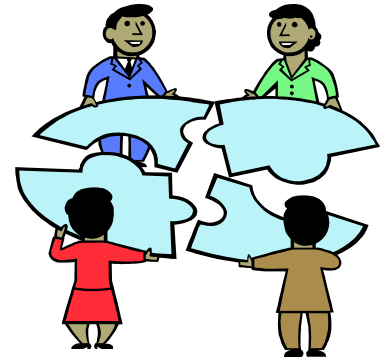


What's Here...



- All of the Parts
 - Definitions
 - Know the Job/Position
 - Write the Questions
 - What to Ask
 - **Don't Ask!**
 - Preparation
 - Interview Environment
 - Interview Schedule
- 
- Interviewers
 - Interview Elements
 - Interview Procedure
 - Rating/Ranking
 - Post-Interview
 - Next Steps
 - Additional Information
 - That's all...

All of the Parts



The Recruitment / Hiring Cycle Includes:

- A vacancy (job opening/new job)
- Decision and authorization to fill
- Vacancy announcement / advertising
- Application screening & preparation of hiring packets
- **Interviewing**
- Selection recommendation
- Records and reference checks
- Job offer
- Applicant notification (follow-up)
- New hire processing and indoctrination



Definitions, Page 1 of 3

- An interview is a conversation between two or more people where questions are asked to obtain information about the interviewee.
- Interviews can be divided into two rough types:
 - interviews for information
 - interviews of assessment



Definitions, Page 2 of 3

- Traditional interviewing asks questions about:
 - Why applicant wants job/position
 - Background
 - Education
 - Experience
 - Self assessed strengths & weaknesses
 - Why applicant leaving current job or is unemployed
 - What applicant knows about the vacant job/position
 - Likes and dislikes

Responses to these type questions are not predictive of how the candidate may perform or behave on the job.



Definitions, Page 3 of 3

- Behavior interviewing is a technique used by employers in which the questions assist the employer in making *predictions* about a potential employee's *future success* based on actual past behaviors, instead of based on responses to hypothetical questions.
- Behavior interviewing is designed to obtain information about past behavior as it relates to specific job skills. The validity of this interviewing method is based on the premise that *past actions are the best indicators of future behavior*.

Know the Job/Position



- Compare the job/position description to the present and immediate future needs of the job
- Initiate job/position description updates, if applicable
- Be aware of the knowledge, skills, abilities and personal characteristics (KSAPs) relevant for the current job

Write the Questions

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- Write behavior description type questions vice the traditional interviewing type *(examples follow in the “What To Ask” slides and note pages)*
- Ensure all questions are oriented to key duties /responsibilities of the job
- Minimize use of closed-ended questions
- Maximize use of open-ended questions

Write the Questions

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- Ensure none of the questions are unlawful, discriminatory, etc. *(examples follow)*
- Verify questions with your Human Resources (HR) representative
- Interview questions may include:
 - Credentials and technical
 - Experience
 - Opinion
 - Behavior description



What to Ask, Page 1 of 3

- Organization skills
 - Planning
 - Prioritizing
 - Delegation
- Interpersonal skills
 - Customer relations
 - Team play
 - Dealing with people at various organizational levels

See examples in notes view.



What to Ask, Page 2 of 3

- Technical skills
 - Problem solving
 - Applying knowledge
 - Limitations
- Flexibility
 - Initiative
 - Learning on-the-job

See examples in notes view.



What to Ask, Page 3 of 3

- Communications
 - Clarity
 - Listening
- Commitment
 - Perseverance
 - Service

See examples in notes view.

Don't Ask! Page 1 of 4



- Any questions about:
 - Race
 - Religion
 - Birthplace
 - National Origin
 - Sexual orientation
 - Marital Status
 - Or requests for photographs

There are NO acceptable or authorized questions on these subjects!

Don't Ask! Page 2 of 4



- What is your maiden name?
- Is the name on your application your real name? What aliases do you go by?
- How old are you?
- Do you have a disability or disease (unrelated to job performance)?

Don't Ask! Page 3 of 4



- Of what country are you a citizen?
- Show me your papers or green card. (*These can be verified after offering a job*).
- Have you ever been arrested?
- Do you belong to any clubs or organizations?
- Are you addicted or a current user/abuser of alcohol or illegal/prohibited substances?

Don't Ask! Page 4 of 4



- Who will take care of your children when you travel or work overtime?

Remember, if uncertain, check the question with

the Fleet and Family Readiness F&FR), NAF Human Resources (HR) or EEO

Representative

BEFORE conducting interviews.

Preparation, Page 1 of 2



- Thoroughly review the interview package
 - Position/job description
 - Vacancy announcement / job advertisement
 - Job applications and/or résumé
 - Rating criteria
 - Interview schedule
 - Interview questions
 - Interview rating and ranking worksheet
- Ensure you know the major duties and responsibilities of the advertised job

Preparation, Page 2 of 2



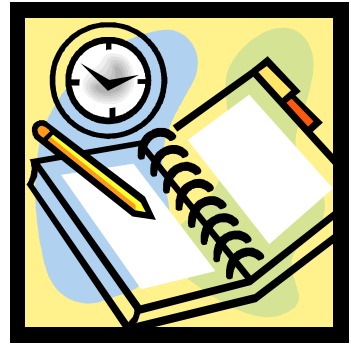
- Panel members should meet prior to interviews to discuss:
 - Who will chair panel
 - Interview objective – what is the panel looking for or trying to discover?
 - Who will ask questions
 - What will be recorded, by whom and why
- Ensure everyone is clear on the meaning and intent of each interview question
- Recommend each panel/interview include at least 3 members: 2 technical experts in the field or a closely related field and an HR Rep' as either a non-voting or voting member *(If a voting member, the HR Rep' should not have been involved in the rating and ranking process.)*



Interview Environment

- Conduct interviews in a quiet location
- Ensure interviews will not be interrupted -- no phones, pagers, intercoms, etc
- Select an interview area that does not contain copiers, printers, supplies or equipment needed by others
- Panel members should let others know they are not to be interrupted
- Arrange seating to “include” the applicant – avoid confrontational seating arrangements

Interview Schedule



Allow time for:

- Late arriving applicants
- All questions to be asked
- Expansion on questions / discussion
- Note-taking
- Applicant questions
- Post interview discussion among panel
- Scoring / documentation
- Break between interviews

Interviewers



- Appearance
- Preparation
- Professionalism
- Decorum

Interview Elements,

Page 1 of 3



What to include:

- Ice breakers – welcome & introductions
- Panel information about their jobs and experience
- Position and title of current opening
- Timeframe for interview
- Note-taking / recording
- Explanation of behavior description questions

Interview Elements,

Page 2 of 3



Tips:

- Watch for use of “we” instead of “I”
- Focus on performance
- Relate response to performance
- Note recency of performance
- Note frequency of performance
- Confirm stories
- Use tact – know when to give up

Interview Elements,

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- Flexibility – avoiding structure paralysis
- Two-way communication
- Salary questions
- Appreciation
- Decision time frame
- When applicant should expect next contact

Interview Process,

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- Open the interview (approx 5% of interview time)
 - Physical layout
 - Greet applicant
 - Establish rapport
 - Use structuring statement

Interview Process,

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- Ask the primary interview questions (approx 70% of interview time)
 - Maintain rapport
 - Focus on behavior descriptions
 - Ensure sufficient and relevant information obtained

Interview Process,

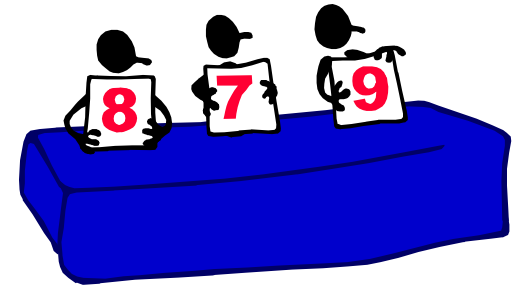
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- **Market Company / Close Interview** (approx 15% of interview time)
 - Recognize applicant uniqueness
 - Respond to questions
 - Provide company information
 - Share opportunities and obstacles
- **Summarize Findings** (approx 10% of interview time)
 - Check for relevant behavior descriptions in notes
 - Rate candidate according to behavior descriptions
 - Take steps to avoid making rating errors

Rating / Ranking

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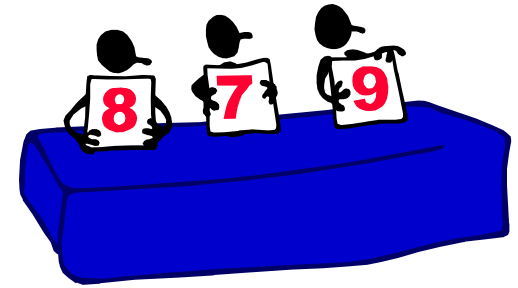


Points to consider about applicant:

- Arrived on time
- Was appropriately dressed, well groomed, neat, etc.
- Had effective communication skills ... was articulate
- Maintained effective eye contact, posture, body language, etc.
- Used effective active listening skills
- Asked reasonable and applicable questions
- Answered questions completely ... answers adequately described applicable past work and life experiences

Rating / Ranking

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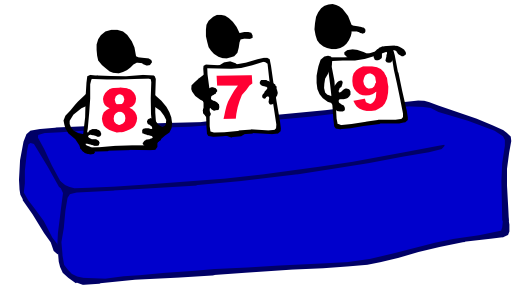


Points to consider about applicant:

- Answers focused on skills, knowledge and accomplishments when describing past work experiences
- Seemed well informed about the industry, organization, business and the actual advertised job/position
- Demonstrated how his/her background would contribute to the advertised job/position
- Remarks about past managers, supervisors and colleagues were positive, neutral, or negative
 - You will have to interpret these based as much on the former employer/colleague as on the applicant - “there’s two sides or more to every story”

Rating / Ranking

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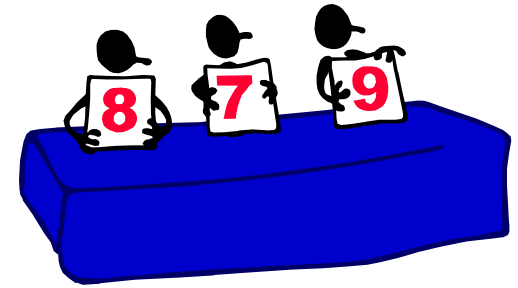


Points to consider about applicant:

- Past work style compares favorably to the advertised job/position (e.g., works well in teams; can work independently; creativity; customer service; etc.)
- Past work history is logical and typical
 - Career moves
 - Promotions
 - Reasons for leaving past employers
- Has experienced logical salary and responsibility progressions

Rating / Ranking

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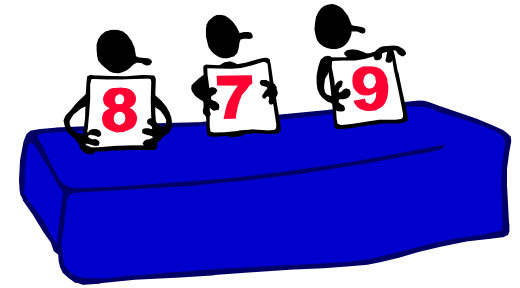


Points to consider about applicant:

- Salary history, if volunteered by applicant, is typical of industry norms for positions he/she held (e.g. from salary.com, salaryexpert.com, monster.com, datamasters.com, local wage reviews, etc.)
- Provided objective references, if requested for background and reference checks
- Seemed genuinely enthused and interested in the advertised job/position
- Is available now or within acceptable timeframe
- Needs to give current employer reasonable notice

Rating / Ranking

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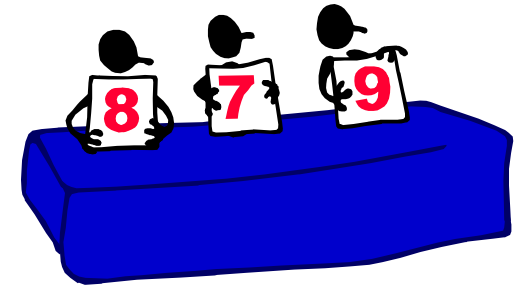


- Avoid the following rating errors:
 - Elevation
 - Central tendency
 - Halo
 - Time and practice

Any or all of these will result in poor candidate selection
- See sample rating sheet on next slide

Rating / Ranking

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INTERVIEW WORKSHEET									
INTERVIEW ELEMENT SPECIFIC INTERVIEW QUESTIONS	RATING VALUES:					WEIGHTING (X) Total	NOTES:		
1.	5	4	3	2	1	N A	x		
2.	5	4	3	2	1	N A	x		
3.	5	4	3	2	1	N A	x		
4.	5	4	3	2	1	N A	x		
5.	5	4	3	2	1	N A	x		
Additional notes/comments:									

Post-Interview



- Tabulate rating/ranking scores
- Discuss interviews
- Select “best qualified”
- Document choices / recommendations
- Communicate top choice(s) to the hiring official
- Give documentation to HR representative

Next Steps



- Records and reference checks
- Hiring decision
- Job offer / negotiations
- Applicant notification
- New hire in-processing / indoctrination

Additional Information,

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- BUPERSINST 5300.10A, Personnel Manual for Nonappropriated Fund Instrumentalities (NAFIs)
- MWR Managers' Desk Reference, Vol. 3, Task 6.3, Announce/Fill NAF Position Vacancies
- Behavior Description Interviewing, T. Janz and G. Mooney, HRD Press, Amherst, MA, 1991
- Quality Interviewing, Robert B. Maddux, Crisp Publications, Los Altos, CA, 1986
- Navy Knowledge On-Line (NKO) training (see notes)

Additional Information,

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- Smart Hiring: The Complete Guide to Finding and Hiring the Best Employees, Robert Wendover, Sourcebooks, Inc., Naperville, IL, 2002
- Knock 'Em Dead 2004: Great Answers to over 200 Tough Interview Questions, Martin Yate, Adams Media Corporation Cincinnati, OH, 2003
- Development of a Selection Interview: A Job Content Strategy, Field and Gatewood; Eds. Eder & Ferris, (The Employment Interview: Theory, Research, and Practice), Sage Publishing, Newbury Park, CA, 1989
- Monster.com and similar job search sites

Additional Information,

Page 3 of 3



Enclosures in MWR Managers' Desk Reference, Task 6.3:

- Equal employment opportunity laws and regulations
- Tips on interviewing
- The basics of behavioral interviewing
- Example interview questions
- Example Interview Worksheet
- Example Applicant Selection Documentation.
- Example reference checking questions
- Reference Check Worksheet
- Reference Request Form
- Permission to Release Information Form



That's all for now...

A great Program is the result of great employees! Know you are hiring the best!



Suggestions and requests to:

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F&FR Training Branch, N947
Millington, TN 38055-6540

Com: (901) 874-6727 DSN: 882-6727
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The opening of the interview is critical to its success. Your first efforts need to put the applicant at ease so that quality information can be communicated effectively. To do this, balance the following: warmth, friendliness and empathy on the one hand; with objectivity, professionalism, and task-orientation on the other.

1. Establish an appropriate environment.
 - Ensure there will be no interruptions.
 - Conduct individual interviews over the corner of a table/desk rather than across the desk.
(Panel interviews are sometimes overwhelming..., attempt to set up an environment that minimizes the stress of this type interview.)
2. Greet the applicant.
 - Use a handshake and a sincere, friendly smile.
 - Accomplish all appropriate introductions.
3. Engage the applicant and the panelists (if any) in two to three minutes of small talk to relax everyone.
 - Avoid topics about which the applicant may have no interest, e.g. your hobbies, sports, etc.
 - Avoid topics that may evoke stressful reactions, e.g., news, sports,

4. Explain how the interview will be conducted.

- Use a statement, like:

"Shall we get started?" (Repeat your name; explain what you do; how long you've

been with F&FR; how long in this job; your experience, etc. Interview panel members

will do the same.) Next, talk briefly about the position. "As you know, we are interviewing for the position of _____. I/we would like to spend the next

thirty to

forty-five minutes going over your background, work experiences, and qualifications.

(The 30-45 minutes is just an example.)

- Ensure your opening statement includes:

- Who you are and a brief background about your experience with F&FR and the

Navy.

- The position title and the program, business or office for which the applicant is

being interviewed.

- The amount of time required for the interview and what you wish to accomplish in

that time frame.

- An explanation of your note-taking or A/V recording processes.

- An explanation of behavior description questions. Demonstrate a generic behavior

5. Begin the interview.
 - Establish appropriate eye contact.
 - Use non-verbals..., show you are listening by nodding your head and varying your posture.
 - Use appropriate language. Don't use terms like "honey", "dearie", "boy".
Avoid business jargon or acronyms with which the applicant may not be familiar.
 - Demonstrate acceptance--everyone interviews better when they feel accepted and comfortable.
6. Avoid leading questions. "I assume that you won't mind..." tells the applicant what you want them to say.
7. Don't bring your own stereotypes or biases to the interview. Don't make judgments about people on the basis of appearance, race, religion, age, or gender.
8. Don't be patronizing.
9. Avoid the "Halo Effect". Don't assume that applicants with a similar family background, education, interests, and/or dress will possess the same job qualifications. Also

11. Monitor time. Once you've reached your time limit or asked all of/or a sufficient number of questions begin closing the interview and conduct your explanation of the position.
Explain the major duties, tasks, and responsibilities. Don't just paint an "all roses" portrait; just accurately describe the position. Allow the applicant sufficient opportunity to ask questions and explore information about the details of the position.
12. Summarize the interview. Ensure the applicant is clear on both the advantages **AND** the challenges of the job so that he/she can decide if it suits his/her needs and interests.
13. Close warmly, thanking the applicant for applying, (for testing, if applicable), for answering your questions, and for taking his/her time.
14. Let the applicant know how soon he/she can expect to hear from you about filling the position/ job and how he/she will be notified.
15. See the applicant out in accordance with local policy. Ensure you recover security passes, tags, badges and the like.